FY 2024 Annual Performance Plan & FY 2022 Report

Letter From the Performance Improvement Officer

The Department of Veterans Affairs (VA) is pleased to present this year's Annual Performance Plan and Report. This document highlights activities and accomplishments in Fiscal Year (FY) 2022 as of September 30, 2022, and provides performance plan highlights for FY 2024.

In 2022, VA began implementing The Sergeant First Class Heath Robinson Honoring our Promise to Address Comprehensive Toxics Act of 2022 (PACT Act). The PACT Act is a new law that expands VA health care and benefits for Veterans exposed to burn pits, Agent Orange, and other toxic substances. This law helps us provide generations of Veterans—and their survivors—with the care and benefits they've earned and deserve. To find more information about PACT Act and its benefits for you, a Veteran, a family member, or a survivor you may visit The PACT Act And Your VA Benefits | Veterans Affairs or call 1-800-MyVA411.

VA is committed to providing world class benefits, care, and memorialization services for Veterans. Our goal is to focus on optimizing service to Veterans. To that end, we are operationalizing and aligning the new strategic plan by strengthening governance, decision-making protocols, risk management, evaluation, and performance management to make impacts in a way that enhances Veteran outcomes, with a focus on addressing challenges in their lives to foster trust in VA.

VA's success is driven by a dedicated and compassionate workforce proud to fulfill President Lincoln's promise.

Justin L. Abold-LaBreche, PhD
Deputy Assistant Secretary for Planning and Performance Management
Office of Enterprise Integration
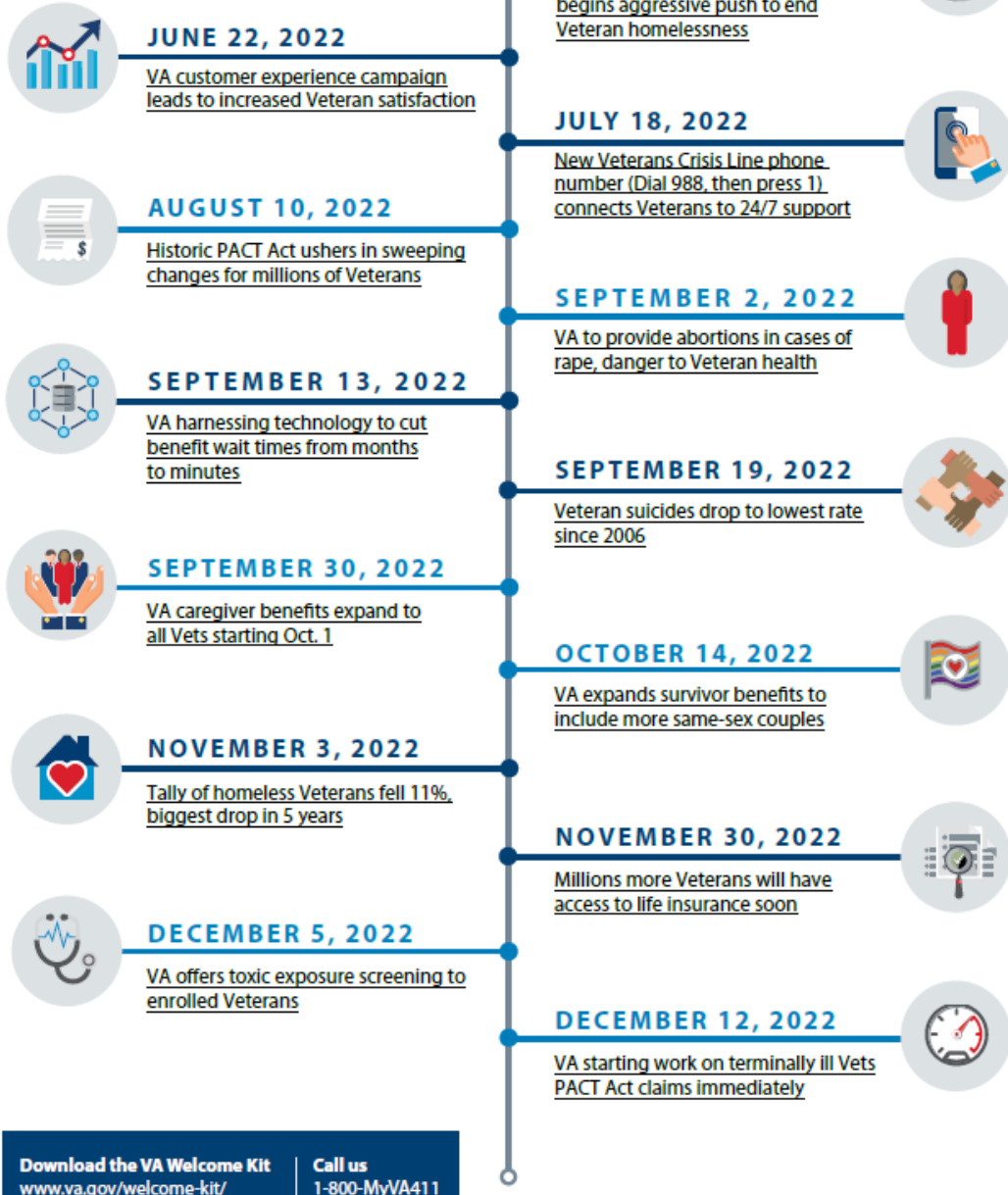Department of Veterans Affairs

SIGNIFICANT EVENTS

MARCH 14, 2022

From tents to tiny shelters, VA begins aggressive push to end Veteran homelessness

JUNE 22, 2022

VA customer experience campaign leads to increased Veteran satisfaction

JULY 18, 2022

New Veterans Crisis Line phone number (Dial 988, then press 1) connects Veterans to 24/7 support

AUGUST 10, 2022

Historic PACT Act ushers in sweeping changes for millions of Veterans

SEPTEMBER 2, 2022

VA to provide abortions in cases of rape, danger to Veteran health

SEPTEMBER 13, 2022

VA harnessing technology to cut benefit wait times from months to minutes

SEPTEMBER 19, 2022

Veteran suicides drop to lowest rate since 2006

SEPTEMBER 30, 2022

VA caregiver benefits expand to all Vets starting Oct. 1

OCTOBER 14, 2022

VA expands survivor benefits to include more same-sex couples

NOVEMBER 3, 2022

Tally of homeless Veterans fell 11%, biggest drop in 5 years

NOVEMBER 30, 2022

Millions more Veterans will have access to life insurance soon

DECEMBER 5, 2022

VA offers toxic exposure screening to enrolled Veterans

DECEMBER 12, 2022

VA starting work on terminally ill Vets PACT Act claims immediately

Download the VA Welcome Kit
www.va.gov/welcome-kit/

Call us
1-800-MyVA411

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About VA

VA is committed to serving Veterans, their families, caregivers, and survivors throughout their life journey. To do so, VA's three Administrations and 23 major Staff Offices deliver benefits, care and services to improve well-being, outcomes and memorialization services to honor Veterans' sacrifice and contributions to the Nation. Furthermore, VA partners with families and caregivers to provide the best care and address the unique needs of our Veterans.

VA's Central Office (VACO) is in Washington, DC, and field facilities are located throughout the Nation as well as in the U.S. territories and in the Philippines. Veteran programs are delivered by VA's three Administrations: Veterans Health Administration (VHA), Veterans Benefits Administration (VBA) and National Cemetery Administration (NCA). The Administrations and Staff Offices work together to consistently deliver high-quality benefits, care and services that improve outcomes for Veterans, their families, caregivers, survivors and Service members and accomplish our mission through routine day-to-day operations and during national emergencies, such as natural disasters, pandemics, terrorism and war.

Customer Experience Principles

Customer experience (CX) principles commit all VA employees to provide the best CX while delivering care, benefits, and memorial services to Veterans, Service members, their families, caregivers, and survivors. CX is the product of interactions between an organization and a customer throughout their relationship. VA measures these interactions through ease, effectiveness, and emotion, impacting the customer's overall trust in the organization. VA uses CX data and insights in strategy development and decision-making to ensure that the voices of Veterans, Service members, their families, caregivers, and survivors, inform how VA delivers care, benefits, and memorial services

To learn more about VA please follow the links below:

- VA Mission and Core Values
- VA Organizational Structure

Agency Priority Goals

Agency Priority Goals (APGs) focus on leadership priorities, establish outcomes and produce quantifiable results. APGs emphasize mission areas where agencies need to drive significant progress and change. APG statements are outcome-oriented, ambitious, and measurable, with specific targets reflecting near-term results or achievements agency leadership wants to accomplish within 24 months.

To learn more about VA APGs please visit Home | Performance.gov.

Summary of Strategic Goals and Objectives

The following chart summarizes the strategic goals and objectives established in the 2022 – 2028 Strategic Plan and the status of their progress during FY 2022. The complete strategic plan can be accessed online at: VA Plans, Budget, Finances, and Performance.

Category Color	Strategic Goal	Strategic Objective
	GOAL 1: VA consistently communicates with its customers and partners to assess and maximize performance, evaluate needs and build long-term relationships and trust.	1.1 (Consistent and Easy to Understand Information) VA and partners use multiple channels and methods to ensure information about benefits, care and services is clear and easy to understand and access. 1.2 (Lifelong Relationships and Trust) VA listens to Veterans, their families, caregivers, survivors, Service members, employees and other stakeholders to project future trends, anticipate needs and deliver effective and agile solutions that improve their outcomes, access and experiences
	GOAL 2: VA delivers timely, accessible, high-quality benefits, care and services to meet the unique needs of Veterans and all eligible beneficiaries.	2.1 (Underserved, Marginalized and At-Risk Veterans) VA emphasizes the delivery of benefits, care and services to underserved, marginalized and at-risk Veterans to prevent suicide and homelessness, improve their economic security, health, resiliency and quality of life and achieve equity. 2.2 (Tailored Delivery of Benefits, Care and Services Ensure Equity and Access) VA and partners will tailor the delivery of benefits and customize whole health care and services for the recipient at each phase of their life journey. 2.3 (Inclusion, Diversity, Equity, Accessibility (I-DEA)) VA will enhance understanding of Veteran needs and eliminate disparities and barriers to health, improve service delivery and opportunities to enhance Veterans' outcomes, experiences and quality of life. 2.4 (Innovative Care) VA will improve understanding of Veteran specific illnesses and injuries to develop and adopt innovative new treatments that prevent future illness and enhance Veteran outcomes. 2.5 (Value and Sustainability) VA, with community partners, will deliver integrated care and services, balancing resources to ensure sustainability while continuing to deliver value and improve health and well-being outcomes of Veterans.
	GOAL 3: VA builds and maintains trust with Stakeholders through proven stewardship, transparency and accountability.	3.1 (VA is Transparent and Trusted) VA will be the trusted agent for service and advocacy for our Nation's heroes, caregivers, families, survivors and Service members to improve their quality of life and ensure end of life dignity. 3.2 (Internal and External Accountability) VA will continue to promote and improve organizational and individual accountability and ensure a just culture.
	GOAL 4: VA ensures governance, systems, data and management best practices improve experiences, satisfaction, accountability and security.	4.1 (Our Employees Are Our Greatest Asset) VA will transform its human capital management capabilities to empower a collaborative culture that promotes information sharing, diversity, equity and inclusion and a competent, high-performing workforce to best serve Veterans and their families. 4.2 (Data is a Strategic Asset) VA will securely manage data as a strategic asset to improve VA's understanding of customers and partners, drive evidence-based decision-making and deliver more effective and efficient solutions. 4.3 (Easy Access and Secure Systems) VA will deliver integrated, interoperable, secure and state-of-the-art systems to ensure convenient and secure access and improve the delivery of benefits, care and services. 4.4 (Evidence Based Decisions) VA will improve governance, management practices and make evidence-based decisions to ensure quality outcomes and experiences and efficient use of resources.

Goal 1

VA consistently communicates with its customers and partners to assess and maximize performance, evaluate needs and build long-term relationships and trust.

Goal 1 Description: *Goal 1 ensures communications are clear and messages are consistent across VA and the ecosystem of Veteran-supporting partners. VA delivers information to Veterans the way the Veteran wants to receive it, so Veterans understand their eligibility for benefits, care, memorialization and services and how to access the benefits they earned. This goal ensures VA knows Veterans, understands their needs and how the benefits, care and services we deliver impacts their lives. Goal 1 enables VA to connect with Service members early in their military careers to establish long-term relationships with them. VA will maintain that relationship as the Service member transitions to Veteran status and support their families, caregivers and survivors as they transition through each phase of their life journey.*

49M+ Calls Answered by VA Contact Centers
694K+ Calls to Veterans Crisis Line (Dial 988, then Press 1)
163K+ Calls to National Call Center for Homeless Veterans
(1-877-4AIDVET)

Strategic Objective 1.1 - Consistent and Easy to Understand Information

VA and partners use multiple channels and methods to ensure information about benefits, care and services is clear and easy to understand and access.

Strategic Objective 1.1 Description: Objective 1.1 describes VA's approach to delivering information and communicating with Veterans, their families, caregivers, survivors, Service members, employees and other stakeholders to ensure the information they need is readily available, accessible to all and easy to understand. VA uses customer feedback and individual/aggregated data to understand population groups and proactively distribute tailored information that meets the needs of recipients to ensure equitable access so that all Veterans feel welcomed and valued.

Measure Name	Results			Targets			Status
	2020	2021	2022	**2022**	**2023**	**2024**	
VEO 692: Overall Trust in VA among Veterans, their families, caregivers, and survivors	79%	78.9%	77.3%	90%	90%	90%	Off-track
VEO 746: Ease to receive VA care or services needed by Veterans, their families, caregivers, and survivors.	76%	72%	71.3%	90%	90%	90%	Off-track
VEO (New): The average length of time it takes to speak with a Customer Service Representative at the VA's tier 1 contact center.		33 seconds	1 minute 39 seconds	30 seconds	28 seconds	28 seconds	Off-track
VEO (New): The percent of callers who rated their experience with the VA's tier 1 contact center as positive overall.		53%	57.8%	58%	60%	62%	On-track

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FY 2022 Key Accomplishments

- VA hosted the first in-person Tribal Advisory Committee (TAC) meeting. This semi-annual meeting supports the Veterans Improvement Act of 2020 (P.L. 116-315), 38 U.S.C. § 547 and E.O. 13175 and advises the Secretary on programs that affect indigenous Veterans. This highly successful event brought together VA senior leaders and representatives from 14 attending tribal nations to discuss and make recommendations to the Secretary, on ways to improve the delivery of healthcare and benefits to Native Veterans.

- In preparation for the signing of the PACT Act VA created a customer touchpoint map and customer personas to use as foundational outreach tools to speak to customers in a way that builds trust and encourages Veterans and survivors to apply for PACT Act-related care and benefits.

- VA launched a PACT focused landing page (VA.gov/Pact) on August 11, 2022, the day after the bill was signed into law, to ensure all customers received information related to the expanded benefits. VA.gov/PACT has garnered more than 3.3 million views

- VA enhanced PACT Act call center support by developing an easy-to-remember number (1-800-MyVA411) for Veterans and their supporters—to include self-service PACT Act Frequently Asked Questions and seamless navigation to 24/7 live agents to address Veteran concerns. Through 1-800-MyVA411, VA's telephonic front door, VA received more than 2.2 million calls – of which over 950,000 were answered by VEO's Tier 1 live agents that provided general information to callers on VA care, benefits and services.

- An updated chatbot feature was launched on VA.gov shortly after the enactment of the PACT Act legislation, to be able to answer Veteran PACT questions and help with VA.gov navigation. VA.gov houses the VetResources newsletter which connects millions of Veterans to tangible resources. VetResources is a weekly newsletter distributed to roughly 12 million Veterans, family members, caregivers, and survivors. VA's Veterans Experience Office leveraged VetResources for special initiatives to distribute information to more than a million Veterans and their families located in areas affected by natural disasters providing disaster assistance information and resources

FY 2024 Performance Plan Highlights
- In FY 2024, VEO, in collaboration with other VA lines of business, will use human-centered design (HCD) methodologies to continue expanding technology capabilities across VA.gov, the mobile app, contact centers, customer data management, to include expanded integration with VA Profile and maturing collaborations between VA and the Department of Defense (DoD) on sources of Veteran data, including Veterans Affairs/DoD Identity Repository and Cerner health records and Registration, Eligibility and Enrollment.

- As part of its response to PACT Act, VA will enhance electronic notification capabilities to better meet Veteran and beneficiary correspondence expectations and modernize communications frameworks to ensure information is provided to claimants rapidly and in a manner which is impactful.

Strategic Objective 1.2 - *Lifelong Relationships and Trust*

VA listens to Veterans, their families, caregivers, survivors, Service members, employees and other stakeholders to project future trends, anticipate needs and deliver effective and agile solutions that improve their outcomes, access and experiences.

Strategic Objective 1.2 Description: Objective 1.2 ensures VA consults stakeholders and uses HCD practices to understand needs, preferences, customer experiences and satisfaction and how benefits, care and services impact the lives of Veterans, their families, caregivers, survivors and Service members. VA expands stakeholder consultations to include cohorts outside the traditional Veteran population, such as employees, clinicians receiving training at VA facilities, financial and educational institutions that deliver various benefits and State, Tribal, territorial and private facilities that partner with NCA to provide memorialization services.

Measure Name	Results			Targets			Status
	2020	2021	2022	**2022**	**2023**	**2024**	
VBA 469: Percentage of Integrated Disability Evaluation System participants who have a proposed rating completed within 20 days	69%	91.6%	86.1%	63%	75%	75%	On-track
VBA 786: Percent of eligible Veterans contacted within their first year of separation from military service	59%	58.2%	64.3%	50%	50%	50%	On-track
VBA 918: Percentage of Pension Rating Claims Processed Within 125 Days		88.5%	78.1%	63%	63%	63%	On-track
VEO 752: Effectiveness of the VA care or service needed by Veterans, their families, caregivers, and survivors.	75%	75%	73.9%	90%	90%	90%	Off-track
VEO 761: Emotional resonance - Veterans, their families, caregivers, and survivors felt like valued customers when receiving needed care or services from VA.	71%	77%	75.8%	90%	90%	90%	Off-track

FY 2022 Key Accomplishments

- The latest VA Trust Report (FY 2023 Q1) showed that an overwhelming majority of VA's customers trust VA (77.3%) and VA health care (89.2%), an increase from last year.

- VA's Veterans Experience Office (VEO) continued to survey Veterans, their families, caregivers and survivors in near real-time following engagement with VA through its Veterans Signals (VSignals) Survey Program. In FY 2022, VA launched 30 new surveys for a total of 147 surveys across the Department's lines of business. Those surveys resulted in more than 15.9 million responses, 710,000 free-text responses and more than 5,000 crisis alerts being sent to the Veterans Crisis Line or the National Call Center for Homeless Veterans to contact Veterans potentially in crisis. In FY 2022 VA's fourth quarter trust score was 77.3%, increasing from 76% in FY 2021.

- VEO and VBA, in partnership with subject matter experts across Government from DoD, the Department of Labor, Department of Education, Department of Housing and Urban Development and General Services Administration, conducted HCD research to better understand the transition experience. The research included 200 interviews and customer engagements. That research resulted in the creation of artifacts such as a journey map, personas, findings report and empathy videos. Using the artifacts, the cross-agency partnership organized an integrated project team to create, develop and prototype solutions to address insights identified.

- VA hosted 10 Veterans Experience Action Center (VEAC) events. VEACs are comprehensive Veteran resource events scheduled in collaboration with local VA facilities and local communities. These collaborative events include representation from VHA, VBA, NCA, BVA, State Departments of Veterans Affairs and community partners working together to offer one-on-one personalized assistance for: VA benefits, VA health care, crisis resources, memorial affairs, community services and peer to peer connection. In FY 2022, VEACs served more than 4,300 Veterans, their families, caregivers and survivors.

- June 2022, VA conducted a county specific VEAC in the Birmingham, Alabama area. VA successfully targeted underserved Veteran populations, specifically, recruiting and registering African American/Black Veterans in approximately 40 counties within the VA Health Care System catchment area. Based on the identified counties, VEO engaged in a targeted email marketing campaign to 48,533 Veterans. This 1-day VEAC served 225 customers, including 19 referrals to Veteran Recovery Resources, our local peer-to-peer partner organization. The targeted marketing resulted in 56.4% of participants identifying as African American/Black. Notably, African Americans comprise approximately 31% of the per capita population in the target counties.

FY 2024 Performance Plan Highlights

- In FY 2024, VEO will continue providing near real-time, proactive customer insights to stakeholders across VA, through qualitative data (using HCD research methodology) and quantitative data (VSignals and ESignals survey platforms). VEO will maintain a diverse portfolio of projects requested throughout the year, and support several complex, long-term initiatives such as improving the military to civilian transition process for transitioning Service members, understanding the

customer's journey through the disability compensation process, and access to care.

- VA will develop and launch feedback and insight tools to understand the quality of experiences and services provided to Veterans and evaluate performance to determine training needs for VA staff to improve communication and performance.

Goal 2

VA delivers timely, accessible, high-quality benefits, care and services to meet the unique needs of Veterans and all eligible beneficiaries.

Goal 2 Description: Goal 2 ensures access to resources and tailoring the delivery of benefits and customizing care, memorialization and services to foster equity and promote independence and optimal outcomes and well-being for Veterans, their families, caregivers, survivors and Service members. This is the largest goal in the VA FY 2022-28 Strategic Plan with five objectives and 32 strategies that describe our approach or what VA will do to achieve the objective. VA and the ecosystem of partners must work together to understand the needs of Veteran groups and deliver benefits, care and services that address the unique needs of individual Veterans. A thorough examination of Veteran cohorts helps VA identify potential trends, innovations and emerging treatments that might impact Veterans at different phases of their life journey. Trend analysis improves our understanding of underserved, marginalized and at-risk Veterans to promote equity and access to resources. VA is committed to delivering value to all Veterans and improving their economic security, health and quality of life.

140,042 Veterans and Family Members Interred with Honor

Strategic Objective 2.1 - *Underserved, Marginalized and At-Risk Veterans*

VA emphasizes the delivery of benefits, care and services to underserved, marginalized and at-risk Veterans to prevent suicide and homelessness, improve their economic security, health, resiliency and quality of life and achieve equity.

Strategic Objective 2.1 Description: VA is focused on addressing needs and improving economic security, quality of life and independence for Veterans who need us most—our at-risk, marginalized and underserved Veterans, their families, caregivers, survivors and Service members. Objective 2.1 ensures VA programs, initiatives and the ecosystem of partners support the whole person and address mental health and suicide, homelessness and other challenges impacting Veterans' well-being. This objective ensures reliable access to benefits, care and services and promotes improved outcomes for Veterans living in rural areas, women, minorities, American Indian and Alaska Native, severely wounded, ill and injured, those with physical and/or intellectual disabilities, LGBTQ+ Veterans, transitioning Service members and those at-risk for food insecurity. HCD best practices will enable VA to deeply understand the needs and experiences of these populations.

Measure Name	Results			Targets			Status
	2020	2021	2022	2022	2023	2024	
NCA 54: Percent of graves in National Cemeteries marked within 60 days of interment	86%	92.4%	90%	95%	95%	91%	Off-track
NCA 234: Percent of Veterans served by a burial option within a reasonable distance (75 miles) of their residence	93%	94%	94%	94%	94%	94%	On-track
NCA 812: Number of interments in National Cemeteries	126,844	149,925	149,919	135,770	134,272	134,000	On-track
NCA 813: Number of additional VetPop Served	71,307	182,273	22,869	36,657	10,767	18,497	Off-track
OSDBU 878: Percentage of total procurement awarded to Veteran-Owned Small Businesses	22.7%	25.1%	24%	17%	17%	17%	On-track
OSDBU 967: New contract awards using small business or Veteran set-aside programs	15.3%	17.2%	17.3%	10%	10%	10%	On-track
OSDBU 968: Percentage of total procurement awarded to service-disabled Veteran-owned small businesses	22.5%	24.8%	23.8%	15%	15%	10%	On-track
VBA 218: Average days to complete original education claims	15.4	22.4	23.9	24	24	24	On-track

Measure Name	Results			Targets			Status
	2020	2021	2022	**2022**	**2023**	**2024**	
VBA 219: Average days to complete supplemental education claims	6.9	6.7	8.92	12	12	12	On-track
VBA 226: Default resolution rate for VA backed home loans	94%	97.8%	93.21%	80%	84%	84%	On-track
VBA 840: Percent of calls answered by the VBA National Call Center within 2 minutes	74%	81.7%	62.36%	75%	75%	60%	Off-track
VBA 842: Percentage of interactions correctly managed by the National Call Center	92%	92.1%	93%	91%	91%	91%	On-track
VBA 843: Average days to complete higher-level reviews	94	87	36.2	125	125	125	On-track
VBA 848: National claim-based quality for pension claims (Rating)	94%	95.7%	97.8%	93%	93%	93%	On-track
VBA 1002: VBA percentage of fiduciary field examinations completed within 54 days			93.6%	70%	70%	70%	On-track
VHA 681: The percent of patients responding "Usually" or "Always" to getting an appointment for urgent and routine care as soon as needed in the primary and specialty care setting as measured by the Consumer Assessment of Healthcare Providers and Systems survey.	83%	81%	80%	84%	85%	86%	Off-track
VHA 682: Percent of primary care patients who respond Always and Usually regarding their ability to get an appointment for needed care right away	75%	75%	74%	80%	81%	82%	Off-track
VHA 741: Overall rating of primary care provider	74%	74%	73%	78%	78%	79%	Off-track
VHA 742: Percentage of eligible Veterans who have received telehealth services during the fiscal year.	27%	40%	38%	35%	36%	36%	On-track
VHA 747: Overall rating of hospital	70%	71%	69%	73%	73%	74%	Off-track
VHA 750: Overall rating of specialty care provider	75%	74.6%	73%	77%	77%	78%	Off-track
VHA 753: Percentage of Veterans receiving telehealth at home or on mobile device	19%	32%	29%	24%	25%	25%	On-track
VHA 760: Overall satisfaction with community care	78%	80%	83%	81%	82%	82%	On-track
VHA 790: Percentage of unique Veterans accessing Whole Health services	7%	7.8%	9%	9%	10%	10.5%	On-track

Measure Name	Results			Targets			Status
	2020	2021	2022	**2022**	**2023**	**2024**	
VHA 834: Percent of women assigned to designated women's health primary care providers	82%	85%	86%	86%	87%	87%	On-track

FY 2022 Key Accomplishments

- Effective July 16, Veterans have the option to Dial 988 then Press 1 to connect with caring, qualified responders for 24/7 crisis support.

- To reduce the number of Veteran suicides, in FY 2022, VA expanded its gun lock distribution to non-VA entities; 238,000 were distributed to Department of Defense and 92,000 to other non-VA entities. In FY 2022 VA distributed 330,000 gun locks, exceeding the goal of 159,000, a 100% increase over FY 2021. Gun locks are an effective method to put space and time between people and a firearm during times of distress or a suicidal crisis.

- To reduce Veteran homelessness, a Supportive Services for Veteran Families Supplemental Award program was created for grantees which serviced 69 VA Medical Center catchment areas that had high Housing and Urban Development (HUD) VA Supportive Housing needs. In these communities VA provided additional funds (totaling $138 million) over a 4-year period to fund Housing Navigation services specifically for HUD-VASH Veterans. This award also provided the ability to provide landlord incentives as a resource to help improve permanent housing placement rates, tenant incentives for new one-year leases to assist with move-in expenses and housing sustainment, and expanded eligibility, increased income limits from 50% of the Area Median Income to 80% to address the growing impact of housing inflation and align with HUD-VASH in these select communities. This also ensured that Veterans with high levels of service-connected disability benefits still qualified for services.

FY 2024 Performance Plan Highlights

- VA's Office of Mental Health Suicide Prevention Program Office will publish a directive to mandate more frequent Prescription Drug Monitoring Program checks rather than relying on each clinician's discretion; this will ensure that patients are not being prescribed redundant or interacting controlled substances that could put them at risk. In addition, more frequent medication checks help to identify patients who may be seeking controlled substances from multiple providers. This may be an indication that the patient is developing a substance use disorder. Clinician recognition can help to get the patient assessed and treatment augmented or modified to address substance use problems or risks as needed.

- VA's Community Care Network (CCN) providers will be trained in suicide risk identification, lethal means safety and safety planning. VA will offer trainings to 100% of the CCN providers. This will be accomplished by implementing a strategic communications outreach campaign and developing reporting mechanisms for CCN Provider Training.
- To connect Veterans to the soonest and best care, over the next several years VA is going to build on access initiatives, care coordination, and its referral coordination initiative, pursuing, among other things, the following:
  - Support telehealth usage to enhance accessibility to care, resolve access gaps in underserved communities and match rare clinical expertise to Veterans with unique clinical needs
  - Identify strong care coordination practices and engage with program offices, VA Medical Centers and Network Directors to review and evaluate existing procedures and training
  - Create dedicated Referral Coordination Teams (RCTs) focus on working one-on-one with Veterans and empowering them with their health care options so they can make informed decisions regarding where, how and when they receive their health care

Strategic Objective 2.2 - *Tailored Delivery of Benefits, Care and Services Ensure Equity and Access*

VA and partners will tailor the delivery of benefits and customize whole health care and services for the recipient at each phase of their life journey.

Strategic Objective 2.2 Description: Objective 2.2 describes how VA will expand partnerships and use them as a force multiplier to enhance our capabilities and capacity to deliver quality benefits, care and services that improve the lives of Veterans, their families, caregivers, survivors and Service members based on the five domains of Social Determinants of Health (where people are born, live, work, attend school and play). VA will provide Veterans with final resting places and lasting tributes that commemorate their service and sacrifice to our Nation. We also will strengthen partnerships across the ecosystem of Veteran supporters and advocate for Veterans to facilitate the transition from military service to education, employment or entrepreneurship and support our aging Veterans, their families and caregivers.

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	2022	2023	2024	
BVA 65: Appeals adjudicated by the Board	102,663	99,721	95,294	95,373	95,000	95,000	Off-track
BVA 983: Accuracy rate: Appeals Modernization Act (AMA) appeals				Baseline	Baseline	Baseline	Not Started
BVA 985: BVA Average days to complete – AMA hearing docket from Notice of Disagreement			700	730	730	730	On-track
BVA 986: BVA Average days to complete – AMA evidence docket from Notice of Disagreement			382	550	550	550	On-track
BVA 712: Appeals hearings held by the Board	15,669	23,777	30,089	28,000	50,000	50,000	On-track
BVA 984: Average days to complete – AMA direct docket from Notice of Disagreement		300	363	365	365	365	On-track
NCA 956: Percentage of pre-need applications processed within 120 days	92.5%	91%	99%	85%	90%	90%	On-track
VBA 853: Accuracy of requirements in closing a Veteran's case or declaring the Veteran rehabilitated or discontinued	98%	96.4%	97.41%	91%	91%	91%	On-track
VHA 535: Percent of HUD-VASH vouchers allocated that resulted in a homeless Veteran obtaining permanent housing	83%	83%	79%	92%	92%	92%	Off-track

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	2022	2023	2024	
VHA 606: Percent of participants at risk for homelessness (Veterans and their households) served in Supportive Services for Veteran Families that were prevented from becoming homeless	89%	88%	83%	90%	90%	90%	Off-track
VHA 756: Percentage of Veterans flagged as high risk for suicide who have received all recommended interventions and follow up	86%	81%	80%	87%	88%	89%	Off-track
VHA 788: Average improvement in mental health symptoms in the 3-4 months after start of mental health treatment as measured by the mental health component of the Short Form-12	2.3	2	3	3	3	3	On-track
VHA 804: Percent of long-term service and support obligations and/or expenditures devoted to purchased Personal Care Service for frail elderly and disabled Veterans wishing to remain at home	9%	11%	15%	11%	12%	13%	On-track
VHA 832: Percentage of caregiver applications dispositioned within 90 days	96.8%	63%	84%	92%	92%	92%	Off-track
VHA 835: Use of interventions for Veterans at-risk for suicide through the use of predictive modeling and enhanced engagement strategies (REACHVET & STORM)	96%	98%	94%	98%	98%	98%	Off-track

FY 2022 Key Accomplishments

- In October, VA expanded its Program of Comprehensive Assistance for Family Caregivers to include eligible Veterans and family caregivers of all eras.

- Providing more care and more benefits to more Veterans than ever before: Over the past two years, VA has delivered more care and benefits to more Veterans than ever before. As a part of that effort, VA has completed more than 7 million disability and pension claims for Veterans, an all-time VA record that broke the previous year's record high by 12%. This resulted in Veterans receiving over $5.8 billion in retroactive awards and over $3 billion in monthly VA compensation awards (Fiscal 2022 statistics). VA also provided more than 100 million clinical encounters, with VA serving over 9 million patients. This included roughly 38 million in-person appointments and more than 14 million telehealth-telephone appointments.

- To help measure the effectiveness of VA Rural Health Outreach programs, Veterans were surveyed to gain their perspective. Veterans of rural dwelling reported at a rate of 87% that they were satisfied with their access to healthcare access. Veterans reported that their appointments were scheduled during their availability.

- VA increased the number of unique Veterans accessing Whole Health Services for a total of 522,268, which is a 15% increase over FY21. This improved access and helped deliver high-quality, and accessible healthcare to meet the needs of Veterans.

- In FY 2022, the Board of Veterans' Appeals increased the number of hearings held by 26.5% over last year to achieve an 89-year record high of 30,089 hearings. Despite the focus on reducing pending hearings caused by the pandemic, the Board also issued 95,294 decisions – the third highest ever produced. These actions decreased the pending legacy appeals inventory at the Board by 32%, down to 62,711 cases, and this reduction directly contributed to reducing legacy case inventories pending throughout the Department by 26%, down to 92,361 pending legacy cases across VA.

- Over 83% of the hearings held in FY 2022 were held in a virtual hearing format. Virtual hearings allow Veterans, VSOs/private bar partners and Board employees to independently participate in secure hearings from any location with Wi-Fi and any device that allows video transmission.

- Partnerships with Veterans Service Organizations and the private bar enhanced the Board's ability to hold a record number of hearings efficiently and effectively with Veterans in 2022.

- The Board's Quality Assurance for legacy appeals was approximately 95% while quality assurance for appeals filed under the Appeals Modernization Act was approximately 92% in FY 2022. Quality Assurance assesses the quality of decisions by reviewing randomly selected cases based on a statistically valid sample size to determine the proportion of cases that contain non-substantive or substantive errors.

- NCA continues to support Veterans and their survivors by honoring Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our nation with 151,472 interments in VA national cemeteries.

- NCA provided 93.7% of all Veterans with reasonable access to burial in a national cemetery or VA-grant funded Veterans cemetery within 75 miles of the Veteran's residence.

- During FY 2022 90% of graves for survivors were marked within 60 days of interment to ensure service to survivors.

FY 2022 Key Accomplishments

- VA Successfully deployed My Education Benefits (MEB) providing new user facing functionalities for Veterans and Service members reducing processing of eligibility from 30 days down to a matter of minutes as well as providing the ability to retrieve digital copies of decision letters, thereby helping applicants start their educational journey faster.

- VA Deployed the Disability Claims Processing Automation initiative to automate components of the disability claims process, which allows for delivering faster and consistent claims decisions. The total number of automation-eligible diagnostic codes increased to 40, 38 of which are conditions associated with the PACT Act. This new data-driven capability reduces manual administrative tasks and activities from the claims process, thus enabling employees to focus on more complex decision-making functions.

- VA successfully launched a Military Environmental Exposure (MEE) communication and outreach campaign plan to inform Veterans, their families, and survivors about recently added presumptive disabilities that are the result of environmental exposures to hazardous materials during military service. The MEE Public Service Announcement (PSA) aired on multiple occasions on CBS national, with airings on CBS Morning News, CBS Overnight News, The Late Show with Stephen Colbert, and the Late Late Show with James Corden. The 6-month MEE PSA campaign, which ran from 1/2022 through 6/2022, garnered a total of 564,595,733 impressions and a $30,636,474 media value.

FY 2024 Performance Plan Highlights

- VA will improve rural healthcare workforce staffing levels which impacts the care VA delivers to rural Veterans including American Indian and Alaska Native Veterans. VA will expand the number of sites offering Rural Health Initiative-funded rural Career Development Awards and Rural Quality Scholars grants from six to seven.
- VA will implement a Caregiver survey inclusive of the Program of General Caregiver Support Services and Program of Comprehensive Assistance for Family Caregivers and establish a baseline to inform continual improvement activities. This will improve the experience of both Veterans and their family caregivers as they access caregiver support and services.
- The Board will continue to hire and train attorneys and Veteran Law Judges as well as critical staff to focus on delivering appeals decisions timely and accurately.
- While every eligible Veteran is entitled to interment at any one of VA's open national cemeteries and a significant majority of the 122 VA grant-funded Veterans cemeteries, VA realizes that proximity to a cemetery is a consideration in choosing a cemetery. NCA is committed to providing 95% of the Veteran population with access to first interment burial options (for casketed or cremated remains, either in-ground or in columbaria) in a national or state Veterans cemetery within 75 miles of the Veteran's place of residence. Increasing and maintaining national, state, territory and tribal Veterans cemeteries is a means to increase existing burial access for all Veterans nationwide. VA's goal is to increase the percent of Veterans served by a burial option in a VA national or state Veterans cemetery within a reasonable distance (75 miles) of their residence to 95%. In 2010, VA serviced 84.2% of the population. By the end of FY 2022, VA serviced 93.7% of the population living in all 50 states, Puerto Rico and the U.S. Island areas. VA opened the columbarium-only urban cemetery in

Indianapolis, IN, on July 1, 2022; intends to open the St. Albans, NY, columbarium-only urban cemetery in 2023; and two rural initiative national cemeteries in Cedar City, UT, and Elko, NV, in 2024. Two additional columbarium-only urban cemeteries (Chicago, IL, and Alameda Point, CA) are planned to open by 2026. When all planned new cemeteries are open, 93.9% of the Veteran population will be served with 3.8 million Veterans and their families provided new or enhanced burial options. VA will achieve its 95% access target through the establishment of new VA grant-funded state VBA-will deploy Approval Manager which is a platform for State Approving Agencies (SAAs) and Education Liaison Representatives (ELRs) to approve new programs for education benefits and display facility and program information. VBA will also deploy Benefits Manager, which helps VA quickly review and process GI Bill claims including applications for eligibility and school enrollments.

- VA will continue to expand Disability Claims Processing Automation by expanding its automation capabilities to additional types of claims. Additionally, automation enhancements will focus on the continued reduction in manual administrative tasks and activities from the claims process, thus enabling employees to focus on more complex decision-making functions and serve more Veterans.

Strategic Objective 2.3 - *Inclusion, Diversity, Equity, Accessibility*

VA will enhance understanding of Veteran needs and eliminate disparities and barriers to health, improve service delivery and opportunities to enhance Veterans' outcomes, experiences and quality of life.

Strategic Objective 2.3 Description: Objective 2.3 expands VA's understanding of Veterans to customize care and meet the specific needs of individual Veterans and underserved communities. This expanded understanding will enable VA to address inequity, health disparities and barriers to access and opportunities. VA will weave the principles of Inclusion, Diversity, Equity and Accessibility (I-DEA) into the fabric of our mission and create an organization where all employees support the cultural transformation to a VA that is more inclusive, diverse, equitable and accessible to all, especially those from underserved communities.

Note: VA will develop measures supporting Inclusion, Diversity, Equity, and Accessibility in FY 2023.

FY 2022 Key Accomplishments

- VA expanded survivor benefits to support surviving spouses of same-sex couples who had been together for years but were unable to be legally married until 2015 and who, therefore, were not married to their now-deceased Veteran spouses for long enough to qualify for survivor benefits.

- In August 2022, VA swore-in its first Chief Diversity Officer (CDO). As one of the strategic recommendations from VA's I*DEA Action Plan, the CDO is responsible for the development of VA's I*DEA strategy and governance, while leading the development, adoption and

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implementation of VA-wide I*DEA programs and policies in support of VA's strategic priorities.

- The sexual orientation identity field is live in many VA health care facilities using the Computerized Patient Record System (CPRS), which allows providers at these facilities to assess and document sexual orientation identity and use this information in their health assessment. To date, approximately 410,000 Veterans have this data entered in their health record. VA is continuing efforts to ensure this field is available in all VA health care facilities using CPRS. Cerner Millennium already has a live Sexual Orientation Identity field.

FY 2024 Performance Plan Highlights

- Enhance support for transgender and gender diverse separating Service members transitioning their health care from the DoD to VA.
- Establish a VA standard for collecting sexual orientation, gender identity and preferred pronoun information across VA and ensuring that this personally identifiable information from Veterans is secure.
- Conduct quantitative analysis to identify the causal factors in differences in mental health disability compensation grant rates by race, ethnicity, and gender to facilitate equal access.

Strategic Objective 2.4 - *Innovative Care*

VA will improve understanding of Veteran specific illnesses and injuries to develop and adopt innovative new treatments that prevent future illness and enhance Veteran outcomes.

Strategic Objective 2.4 Description: Objective 2.4 and the strategies associated with it ensure VA will leverage innovation and research findings to improve operations, experiences, satisfaction and outcomes for customers. This objective reflects top cross-cutting research priorities that informed Learning Agenda questions based on VHA research (e.g., suicide prevention and opioid pain treatment) funded through the VHA Office of Research and Development including the more rapid translation of effective programs based on research findings into routine care settings.

Note: VA will develop measures supporting Innovative Care in FY 2023.

FY 2022 Key Accomplishments
• VA held 14M+ Telehealth Appointments in 2022. VA also leveraged telehealth to enhance the accessibility, capacity, choice and experience of VA health care for Veterans. VA saw a 13% increase in FY 2022 over FY 2021 for the number of encounters in Tele-Urgent Care and Tele-Specialty Care.   • VA's Office of Primary Care partnered with Workforce Management and Women's Health to promote Recruitment, Onboarding and Retention for Primary Care to increase Patient Aligned Care Team staffing, which improved distribution of workload by right sizing supply and demand of clinical staff resources, allowing providers and other team members to dedicate more time to engaging with Veterans in their respective areas.

FY 2024 Performance Plan Highlights

- VA will advance the Mental Health (MH) Hiring and Sustainment initiative to address mental health staffing shortages. Limited MH staffing have been associated with increased patient risk for suicide-related events and may contribute to greater use of community services where timely care coordination and patient monitoring is more challenging. VA's Office of Mental Health Suicide Prevention will continue to collaborate with facilities with lower performance metrics to support best practice implementation and problem-solving.
- VA will lead collaboration with other federal agencies to create an interagency Toxic Exposure Research Working Group with the goal of developing and executing a 5-year strategic research plan to better understand the health consequences of toxic exposures

Strategic Objective 2.5 - *Value and Sustainability*

VA, with community partners, will deliver integrated care and services, balancing resources to ensure sustainability while continuing to deliver value and improve health and well-being outcomes of Veterans.

Strategic Objective 2.5 Description: Objective 2.5 ensures the long-term sustainability of VA for future generations of Veterans. VA measures the quality of services provided based on outcomes to Veterans, Service members and their eligible beneficiaries and provides value to Veterans today and in the future. VA understands trends and projects needs to prepare for future demands and shifts resources to align investments with demographics and geographic locations. VA expands partnerships across government and private sector organizations to enhance our ability to deliver benefits, care, memorialization and services every day and in times of crisis.

Measure Name	Results			Targets			Status
	2020	2021	2022	**2022**	**2023**	**2024**	
HRA/OSP 1011: Comprehensive continuity capability score		8	8	8	8	8	On-track
VBA 576: Percent of disability compensation rating claims processed within 125 days	75%	65.5%	60.4%	48%	48%	45%	On-track
VBA 920: Number of VR&E positive outcomes	13,220	17,874	16,726	14,055	14,272	14,272	On-track

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FY 2022 Key Accomplishments

- To provide world class care to Women Veterans, VA set a goal of 86% of Women Veterans being assigned to Women's Health Primary Care Providers (WH-PCPs). At the end of FY 2022, VA exceeded this goal as 86.2% of women Veterans were assigned to WH-PCPs. This was an increase of 2% from the FY 2021 value of 84.5%. 724 primary care physicians completed the Women's Health Mini-Residency Program in FY 2022, which increased access to clinicians who were trained and equipped to care for the unique needs of women Veterans. Other efforts included working with VA facilities to reduce their number of vacancies in Women's Health through funding made available by the Women's Health Innovations and Staffing Enhancement initiative and WH-PCP recruitment and retention efforts accomplished through the Achieving Comprehensive Health Innovation and Enhancement for Women Veterans through the Evidence-Based Quality Improvement quality improvement initiative.

- VA surveyed Veterans who received care in the community. Sixteen of VA's Eighteen Veterans Integrated Service Networks or regional healthcare systems' Overall Satisfaction with Community Care satisfaction scores were at or above the FY 2022 target of 81%. Six were at or above 85% and two were above 90%.

- To expand the organizational focus of the Veteran's Telehealth Experience, VA sent more than 364K telehealth surveys to Veterans. 86% of Veterans surveyed provided a response

that they agreed or strongly agreed when asked the question "I trust Telehealth as part of my overall VA healthcare". The growth in Veteran Satisfaction and Trust with telehealth services has resulted in continued and sustained use of video-telehealth visits and an increase of accessibility to care through VA tele-health. VA leveraged telehealth and digital technologies to enhance the accessibility, capacity, quality, and experience of VA health care for Veterans, their families, and their caregivers anywhere in the country, its possession, or territories.

FY 2024 Performance Plan Highlights
- VA will use comprehensive data analysis to capture insights and improve delivery of primary and specialty care at VA facilities. This data will be used to educate the field and create best practices for sharing.
- VA will use technology to automate administrative tasks and workflows that will assist claims processors in making fast, accurate, consistent, and equitable claim decisions for Veterans.

Goal 3

VA builds and maintains trust with Stakeholders through proven stewardship, transparency and accountability.

Goal 3 Description: Goal 3 ensures VA's culture of accountability drives ethical behavior and trust across the organization and throughout the ecosystem of partners. VA listens to Veterans, other beneficiaries and employees and serves as their trusted agent. Veterans, their families, caregivers, survivors and Service members trust VA to deliver timely, high-quality benefits, care, memorialization and services. Employees trust VA to uphold our core values and customer experience principles and swiftly address ethical failures and breach of trust.

77.3% Veteran Trust in VA
Based on **34K+**
Survey Responses*
*FY2022 Q4 Trust Data

89.9% Trust in VA Health Care
Based on **540K+** Outpatient
Survey Responses*

Strategic Objective 3.1 - *VA is Transparent and Trusted*

VA will be the trusted agent for service and advocacy for our Nation's heroes, caregivers, families, survivors and Service members to improve their quality of life and ensure end of life dignity.

Strategic Objective 3.1 Description: VA serves as the trusted agent for Veterans, other beneficiaries and employees and sets the standard of performance that others aspire to achieve. VA willingly and routinely shares performance information publicly and actively solicits feedback from Veterans, their families, caregivers, survivors, and Service members to ensure transparency and improve performance.

Measure Name	Results			Targets			Status
	2020	2021	2022	2022	2023	2024	
BVA 960: Veterans' overall confidence/trust score with the Board	41%	40.8%	49%	42%	42%	42%	On-track
VBA 912: Average days to complete education program approvals		19.9	36.8	30	37	37	Off-track
VBA 913: Average days to complete education compliance survey reports		28	19.8	80	80	80	On-track

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FY 2022 Key Accomplishments

- The latest VA Trust Report showed that an overwhelming majority of VA's customers trust VA 77.3%. This metric comes from the most recent quarter (FY 2023 Q1) of the VA-Wide Trust survey, sent to a random sample of Veterans every quarter who have had VA healthcare, benefits, or memorial services experiences with VA. VA health care increased from last year to 89.9%. This comes from our Outpatient VSignals healthcare surveys which are reported on OMB's public-facing Performance.Gov website.

- VA improved service delivery and increased veteran satisfaction through a year-long campaign of customer experience analysis that addressed agency services as a part of a cohesive program. The wide-reaching campaign noted how veterans access care while sourcing direct feedback on the quality and accessibility of essential services. These efforts were organized under the newly created Veterans Experience Office designed specifically to analyze and address the customer-facing delivery of VA services.

FY 2024 Performance Plan Highlights

- VA will leverage client satisfaction data from Veterans, families and funeral homes through ongoing survey activities to identify aspects of service as well as specific cemeteries that present opportunities for improvement.
- VA will support and assist identified service providers in the development and deployment of customer feedback mechanisms to enable high performance.

- VBA will collaborate with VEO and supported service providers to provide leaders with actionable intelligence with which they can make data informed decisions on what needs to change, in what way it should change, and when the change should occur.

Strategic Objective 3.2 - *Internal and External Accountability*

VA will continue to promote and improve organizational and individual accountability and ensure a just culture.

Strategic Objective 3.2 Description: VA's culture of integrity and no reprisal philosophy ensures individual and organizational accountability and proper stewardship of resources. Employees, contractors and third-party providers are trained properly and understand expectations for their performance and behavior and standards are fairly enforced internally and externally across our partners. VA provides a safe environment to disclose allegations of misconduct or other wrongdoing and employees feel protected from whistleblower retaliation. Employees are confident VA will support their ability to speak up and swiftly and fairly hold individuals accountable for misconduct, fraud, waste and abuse and non-VA entities held accountable to strict criteria to protect Veterans and other beneficiaries.

Measure Name	Results			Targets			Status
OAWP 926: Average length of time in days for cases investigated by Office of Accountability and Whistleblower Protection	282	249	166	120	120	120	On-track
OIG 585: Percentage of reports (audits, inspections, investigations, and other reviews) issued that identified opportunities for improvement and provide recommendations for corrective action	90%	90%	85%	70%	70%	70%	On-track
OIG 586: Number of arrests, indictments, convictions, criminal complaints, pretrial diversions, and administrative sanctions	2,224	2,224	2,049	2,100	2,330	2,330	Off-track
OIG 587: Monetary benefits ($ in millions) from audits, investigations, contract reviews, inspections, and other evaluations	$4,970	$4,868	$4,564	$4006	$5016	$5016	On-track
OIG 588: Return on investment (monetary benefits divided by cost of operations in dollars)	$23	$23	$25	$22	$22	$22	On-track
OIG 590: Percentage of recommendations implemented within one year to improve efficiencies in operations through legislative, regulatory,	73%	73%	71%	85%	98%	98%	Off-track

Measure Name	Results			Targets			Status
policy, practice, and procedural changes in VA							
OIG 694: Percentage of full cases that result in criminal, civil, or administrative actions	64%	64%	60%	74%	60%	60%	Off-track
VBA 304: National accuracy rate - percent of disability compensation rating issues processed accurately	94.9%	95.3%	96.35%	96%	96%	96%	On-track
VBA 845: Education claim quality	98%	97.9%	98.7%	95%	95%	95%	On-track
VBA 844: National high level review accuracy rate - percent of higher-level review for disability compensation rating issues processed accurately	97%	96%	97%	94%	93%	93%	On-track

FY 2022 Key Accomplishments

- In FY 2022, VA's OIG oversight work resulted in 309 publications and identified nearly $4.6 billion in monetary impact for a return on investment of 24 to 1.

- VA's OIG hotline received and triaged more than 36,000 contacts to help identify wrongdoing and concerns with VA programs and activities. OIG criminal investigators opened 351 investigations and closed 437 (some opened in the previous year).

- Collectively, VA's accomplishments resulted advancing efforts to hold wrongdoers accountable reflected in 657 arrests, indictments, convictions, criminal complaints, pretrial diversions and deferred prosecutions and administrative sanctions and corrective actions.

- OAWP completed a strategic workforce analysis that resulted in the creation of an Investigative Attorney Division and a Whistleblower Navigator position resulting in enhanced reports of investigation leading to improved acceptance of disciplinary recommendations and a more transparent and customer service-based process for whistleblowers and other stakeholders.

- Reduced disciplinary recommendation outcomes not implemented to 27%.

- Decreased average length of investigation from 249 to 166 days.

FY 2024 Performance Plan Highlights

- VA's OIG will uphold the highest standards of performance to ensure accountability and transparency and positively impact the delivery of benefits care and services to Veterans, their families, caregivers, survivors and Service members.
- The OIG will publish all reports in accordance with law or privacy provisions to ensure transparency and promote proper stewardship of taxpayer resources.

- The OIG will provide oversight to address failures in governance and leadership that cut across VA programs and operations.
- Expand Whistleblower Navigator services to improve services to whistleblowers, respondents, and other stakeholders.
- Decrease average length of investigation timeframes from 166 days to 120 day or less.
- Fully staff Compliance and Oversight Directorate, Special Reviews Division, with appropriate resources and competencies to provide timely advice and reports to the Secretary.

Goal 4

VA ensures governance, systems, data and management best practices improve experiences, satisfaction, accountability and security.

Goal 4 ensures VA manages resources as strategic assets, to include people, infrastructure, data and technology and leverages governance, evidence, best practices and management principles to improve performance and outcomes for Veterans and other beneficiaries. VA applies a customer-centric approach to all activities, aligning and measuring activities to ensure they enhance the experience, ease of access and security for Veterans, other beneficiaries VA employees and partners. This stewardship goal improves our internal operations and describes the safeguards we will establish to execute mission related activities. Objective 4.4 addresses gaps identified in the FY 2021-28 Capacity Assessment and ensures VA complies with the Evidence Act.

11.9M+ Logged In Users

1.9M+ Form Submissions

16.4M+ News.VA.gov Pageviews

185M+ #VetResources Newsletter Emails Opened

1.5M+ VA Event Calendar Pageviews

Strategic Objective 4.1 - *Our Employees Are Our Greatest Asset*

VA will transform its human capital management capabilities to empower a collaborative culture that promotes information sharing, diversity, equity and inclusion and a competent, high-performing workforce to best serve Veterans and their families.

Strategic Objective 4.1 Description: A transformed and fully staffed human capital (HC) management capability is paramount for VA to serve Veterans and other beneficiaries and their diverse needs. VA looks to strengthen its HC management through targeted recruitment and retention, improved employee engagement, modernized HR information systems, enhanced employee training and development, and fully integrating manpower management across the enterprise.

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	2022	2023	2024	
OALC 400: Percent of major construction projects accepted by VA in the quarter estimated for completion	93%	75%	100%	75%	75%	75%	On-track
OALC 825: Percent of major leasing projects accepted by VA in the quarter estimated for completion.	69%	125%	100%	75%	75%	75%	On-track
OALC 976: Acquisition customer satisfaction – contract administration		4.64	5.42	4.66	4.85	5.6	On-track
OALC 980: VA achievement Federal category management spend under management targets		120.5%	88.2%	87%	87%	87%	On-track
OALC 973: Procurement action lead time		298	169	300	290	268	On-track
OALC 1018: Acquisition customer satisfaction - overall contracting activity			5.49	4.7	4.85	5.6	On-track
OALC 975: Acquisition customer satisfaction - pre-award activity		4.48	5.34	4.6	4.75	5.3	On-track
OALC 1020: VA achievement federal category management best in class			9%	12%	12.5%	12.5%	On-track
OALC 1021: VA achievement federal category management small business			28.3%	30%	30%	30%	On-track

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	2022	2023	2024	
HRA/OSP 86: Executive fill rate - medical center directors	94.9%	90%	90.6%	90%	90%	90%	On-track
HRA/OSP 979: Retention of VA workforce	69.7%	68.9%	63.7%	70%	70%	70%	Off-track
HRA/OSP 715: Executive fill rate - non-medical center directors (Non-MCD)	73.9%	78.4%	85.8%	90%	90%	90%	On-track
HRA/OSP 964: Time to hire - Title 5 and Hybrid Title 38	57%	56%	50%	58%	58%	58%	Off-track
HRA/OSP 965: Time to hire - VHA Title 38	62%	54%	52%	58%	58%	58%	Off-track
HRA/OSP 794: Engagement level	39.0%	Not available	37.9%	35.5%	38%	38%	On-track
HRA/OSP 795: Best Places to Work index score	70.2%	63.0%	68.4%	63%	68%	68%	On-track

FY 2022 Key Accomplishments

- 52,258 hiring actions were executed, representing a 41% increase over FY 2021 and reflecting an intense, well-coordinated effort. Achieved outcome by leveraging multiple recruitment and relocation tools to include: (1) RAISE Act, allowing VA to offer competitive salaries to attract and retain top healthcare talent for Veterans to receive timely, high-quality care, and (2) various direct and special hiring authorities to quickly fill Mission Critical or Shortage Occupations and other key positions, in addition to use of expanded VA specific authority to diversify candidate pool through expedited hiring of college graduates and post-secondary students.

- Completed 10 Technical Assistance Reviews (TAR) of the EEO programs in field offices for improved EEO and Diversity & Inclusion program impact. Results demonstrated 40% increased effectiveness over FY 2021.

- Engagement Level and Best Places to Work Index score exceeded their prior year results 2.5% points and 5% points respectively.

- Compared to employee satisfaction across federal agencies in FY 2022, VA's result exhibited greater resilience after FY 2021.

- HR Smart Employee Self Service Module added capabilities to enable VA employees to update critical information online, instead of through paper submission. This work is under the larger Employee Self Service capability goals. VA's goal is to improve efficiency, reduce burden on HR specialists, and improve data accuracy through providing employees with the ability to perform administrative functions with the HR Smart system.

- Consolidated Processing Accounts Receivable (CPAC) Revenue Workflow Tools (ROWT) Robotic Process Automation (RPA) - Automates the process of running the copay cap

report each week to ensure Rx copay VistA sync occurs and Veterans are not overcharged. This is estimated to save 6,720 FTE hours annually.

FY 2024 Performance Plan Highlights

- Modernize Human Resource Information Technology (HRIT) while VA makes fundamental progress in developing the human capital data warehouse to improve HR customer service and employee experience.
- Fully implement and ensure oversight of workforce authorities in the PACT Act, which includes expanded provisions to offer recruitment, retention and relocation incentives and increases the cap on awards and bonuses to better compete in a tight labor market.
- When acquired, deploy a next generation enterprise learning management system to effectively meet the needs of organizational training and development requirements department-wide.

Strategic Objective 4.2 - *Data is a Strategic Asset*

VA will securely manage data as a strategic asset to improve VA's understanding of customers and partners, drive evidence-based decision-making and deliver more effective and efficient solutions.

Strategic Objective 4.2 Description: VA will leverage authoritative, high-quality and accessible data to understand critical problems and develop evidence-based solutions that improves operations and outcomes for Veterans and other beneficiaries. VA will implement policies and standards to protect the confidentiality, integrity and accessibility of data. VA and trusted partners collaborate to leverage data as a force multiplier to understand Veterans and other customers and anticipate their needs and preferences. Furthermore, data is the foundation for effective analytics and evidence-based decisions that improve efficiencies, effectiveness, experiences and the quality of benefits, care, memorialization and services VA and the ecosystem of partners deliver.

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	2022	2023	2024	
OEDCA 819: Employment discrimination cases pending a final action	737	365	315	600	600	600	On-track
OEDCA 823: Employment discrimination decision accuracy rate	1%	0%	1%	10%	10%	7%	On-track
OEDCA 880: Average processing time of all employment discrimination final actions		199	83	160	160	160	On-track
OEDCA 881: Employment discrimination cases closed per quarter	178	277	533	450	450	450	On-track

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FY 2022 Key Accomplishments

- VA is making substantial progress implementing Objective 4.2, Data is a Strategic Asset, via the VA Data Strategy, and reflecting industry best practices in data governance and enterprise analytics for strategic insights.

- The Office of Enterprise Integration and the Office of Information and Technology are jointly supporting VA Data Strategy implementation, through the Data Governance Council which is making progress and "embracing the red" to support learning, removing barriers, mitigating risks, and increasing jointness.

- Continued implementation of the VA Data Strategy Implementation Roadmap, and the Joint VA/DOD Data and Analytics Strategy, is enabling effective use of authoritative data utilizing the Veteran Object and Business Object through the Enterprise Information Model (EIM) for data integrity, quality, and interoperability across VA, and with our partners in DOD. The

collective data assets coupled with the Common Operating Platform (COP) support evidence-based decision making, policymaking, and innovation, including equity in services across geography and demographic groups, making data available at the point of care across the Department for enhanced data-driven decision making.

- The PACT Act is enabling VA to oversee and manage PACT Act implementation in ways not previously possible. On September 29, 2022, a formal data exchange agreement was signed among key VA organizations to enable efficient secure information sharing and use of the Common Operating Platform across Administrations

FY 2024 Performance Plan Highlights

- Empower users to make efficient decisions on procurement, sourcing, and contracting through strategic use of data with the support of machine learning and analytics.

Noteworthy
Progress

More than
90% of
measures on
track

Strategic Objective 4.3 - *Easy Access and Secure Systems*

VA will deliver integrated, interoperable, secure and state-of-the-art systems to ensure convenient and secure access and improve the delivery of benefits, care and services.

Strategic Objective 4.3 Description: Objective 4.3 ensures technology and systems enable VA and our ecosystem of partners to work together to improve Veterans' and other beneficiaries' quality of life and outcomes. Modern systems and technology serve as another force multiplier that amplifies our efforts and enables us to achieve our mission. Veterans, other beneficiaries, VA employees and partners can access applicable data and systems as easily and securely as possible. This effort requires a commitment to a culture of interoperability that promotes a consistently positive and seamless Veteran experience with VA by aligning business, data and information and systems and technology to ensure the right information and services securely and reliably reach the right person, at the right time, in the best manner to make timely, informed decisions and enable actions. From a technical perspective, all systems are designed and operated with interoperability (one-to-many approach), ease of access and security priorities.

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	2022	2023	2024	
OGC 885: Assess adequate legal support for agency: average number of case hours per attorney produced each quarter.	332	330	350	325	325	325	On-track
OGC 886: Assess adequate legal support for agency: average number of case hours per paralegal produced each quarter.	259	254	293	250	250	250	On-track
OGC 887: Assess adequate legal support for agency: average dollar cost per case hour.	$165	$161	$168	$250	$250	$250	On-track
998-OIT Average # of daily users on VA.gov			1,455,437	209,496	209,496	209,496	On-track
1013-OIT Number of application programming interfaces using an authoritative data source			10	N/A	Measure Decommissioned	N/A	On-track
1022-OIT System availability of servers			99.65%	99.99%	99.99%	99.99%	On-track
1023-OIT IT Systems customer service quality score			3.81	3.6	3.6	3.6	On-track

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	2022	2023	2024	
1024-OIT IT helpdesk resolution efficiency			87%	87%	87%	87%	On-track
1025-OIT IT Helpdesk American Customer Satisfaction Index (ACSI)			84.24	73.8	73.8	73.8	On-track
1026-OIT System availability of unified communications			99.99%	99.99 %	99.99 %	99.99 %	On-track
1027-OIT System availability of Veterans benefits management system			99.25%	99.99 %	99.99 %	99.99 %	On-track
1028-OIT System availability of network services			99.99%	99.99 %	99.99 %	99.99 %	On-track
1029-OIT System availability of data centers			99.65%	99.99 %	99.99 %	99.99 %	On-track
1030-OIT System availability of memorial benefits management systems			100%	99.99 %	99.99 %	99.99 %	On-track
1031-OIT System availability of video services			99.99%	99.99 %	99.99 %	99.99 %	On-track
1032-OIT System availability of VistA EHR			99.99%	99.99 %	99.99 %	99.99 %	On-track
1033-OIT Percent of VA's Government furnished equipment endpoints are covered by a software asset management capability.			44%	95%	Measure Decommissioned	N/A	Off-track
1034-OIT Percent of VA's unclassified network that can detect unauthorized hardware assets			95%	95%	Measure Decommissioned	N/A	On-track
1035-OIT Percent of high and moderate impact VA IT systems that have Authority to Operate on the network.			100%	100%	Measure Decommissioned	N/A	On-track
1036-OIT Percent of VA mobile devices are managed with the ability to remotely wipe or remove VA data from the devices.			100%	95%	Measure Decommissioned	N/A	On-track
1037-OIT Percent of VA privileged users required to			100%	100%	Measure	N/A	On-track

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	2022	2023	2024	
use a PIV card or multifactor authentication method to access the network.					Decommissioned		
1038-OIT Percent of VA High Value Assets requiring all users to use a PIV card or multifactor authentication method to access the network.			100%	90%	Measure Decommissioned	N/A	On-track
1039-OIT Percent of VA users that are managed through a centralized dynamic access management solution.			100%	95%	Measure Decommissioned	N/A	On-track
1015-OIT Percent of email traffic is analyzed using domain message authentication reporting conformance email authentication protocols.			100%	100%	Measure Decommissioned	N/A	On-track
1016-OIT Percent of VA outbound communications that detect and prevent unauthorized data exfiltration.			N/A	90%	Measure Decommissioned	N/A	Off-track
1017-OIT Number of VA's data protection measures which are satisfactorily implemented.			5	4	Measure Decommissioned	N/A	On-track

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FY 2022 Key Accomplishments

- Provided real-time operational security visibility and vulnerability management capabilities to over 600,000 VA end-user (remote and on-premises) and server (Cloud, 3rd Party Provider and On-Premises) IT system endpoints, medical devices, and other special purpose systems. In 2022 we enforced the visibility mandate reducing the visibility gap by over 2,500 systems helping to ensure proper security of systems providing IT dependent services to Veterans.

- Developed and delivered Zero Trust Architecture (ZTA) Governance, Strategy and Architecture Pillar Plan - FY22-24 (including funding estimates) in support of Executive Order 14028, Office of Management and Budget (OMB) Memo M-22-09, and Federal ZTA Strategy as an input into the VA ZTA Implementation Plan - FY22-24. Provided ZTA expertise and documented input, and ZTA implementation will ensure Veteran's data and

VA systems are protected and provide robust, reliable access to Veterans and Stakeholders.

- The Automating Insider Threat Response program was nominated and selected by a panel of current and former Federal and Industry leaders from across the Federal information technology (IT) sector, as the 2022 FedHealthIT Innovation Award Winner. This award recognizes and honors the Federal Health technology and consulting community by celebrating programs for driving innovation and results across the VA, the Military Health System (MHS), the Department of Health and Human Services (HHS), and the Centers for Medicare and Medicaid Services (CMS). The program was recognized among this year's outstanding award recipients for automating Insider Threat response.

FY 2024 Performance Plan Highlights
- In FY 2024, VA will focus on cyber incident response, data loss prevention, scalability and resiliency of VA network, security vulnerability and threat mitigation and prevention.
- VA will also address ZTA baseline security practices and strategies to reinforce VA's cybersecurity posture. Also, VA will continue the Social Security Number Reduction effort.

Strategic Objective 4.4 - *Evidence Based Decisions*

VA will improve governance, management practices and make evidence-based decisions to ensure quality outcomes and experiences and efficient use of resources.

Strategic Objective 4.4 Description: Objective 4.4 ensures VA's governance framework; risk management efforts and use of evidence and program evaluation ensures resources are allocated to drive VA priorities and improve quality of life for Veterans and other beneficiaries. VA proactively and continuously looks for opportunities and threats to ensure best outcomes for Veterans and other beneficiaries, learns from successes and mistakes and uses evidence to make decisions and drive policy change that improves operations, experiences and outcomes. VA will leverage knowledge and ensure consistent and equitable access to VA resources for Veterans and other beneficiaries.

Measure Name	Results			Targets			Measure Status
	2020	2021	2022	**2022**	**2023**	**2024**	
BVA 959: Board's accuracy rate: legacy decisions	91%	92%	95%	92%	92%	92%	On-track
HRA/OSP 972: OSP percent of background investigations adjudicated within 90 days of receipt (enterprise wide).		80.7%	79.64%	80%	85%	90%	Off-track
HRA/OSP 1040: Completion of police program inspections			16	7	7	12	On-track
HRA/OSP 1041: Law Enforcement Training Center (LETC) VA Police Officer Standardized Training (POST) Graduation Rate			89.49%	85%	85%	85%	On-track

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FY 2022 Key Accomplishments

- Implemented a new Homeland Security Presidential Directive (HSPD)-12 Personal Identity Verification (PIV) card issuance and management system throughout VA, using the shared service PIV card solution offered by the General Services Administration.

- Achieved the initial milestone increment 1.5 for the Government-wide Trusted Workforce initiative, providing for the automated continuous vetting and monitoring of employees in national security sensitive positions.

- Published and disseminated more than 50 criminal intelligence documents to VA police field units for action to thwart or diminish dangers facing Veterans, VA employees and VA visitors.

- Developed and implemented a dynamic suicide prevention and awareness training for all VA police officers.

FY 2024 Performance Plan Highlights

- Complete the VA-wide transition by July 1, 2024, to version 8 PIV card stock in the USAccess system, as required by the Federal mandate.
- Transition to full adoption of National Background Investigation Service (NBIS) Electronic Application (eApp) from Electronic Questionnaires for Investigations Processing (e-QIP).
- Begin enrolling non-sensitive public trust population into Trusted Workforce 1.25 continuous vetting initiative.
- Conduct at least 48 Police program Inspections of Police units, providing police program oversight.
- Expand law enforcement training to 3,000 Department of the Air Force active-duty Security Forces personnel for basic and advanced police training.

APPENDIX

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	2022	2023	2024	
1.1	VEO 692: Overall Trust in VA among Veterans, their families, caregivers, and survivors	79%	78.9%	77.3%	90%	90%	90%	Off-track
1.1	VEO 746: Ease to receive VA care or services needed by Veterans, their families, caregivers, and survivors.	76%	72%	71.3%	90%	90%	90%	Off-track
1.1	VEO (New): The average length of time it takes to speak with a Customer Service Representative at the VA's tier 1 contact center.		33 sec.	1 minute 39 sec.	30 sec.	28 sec.	28 sec.	Off-track
1.1	VEO (New): The percent of callers who rated their experience with the VA's tier 1 contact center as positive overall.		53%	57.8%	58%	60%	62%	On-track
1.2	VBA 469: Percentage of Integrated Disability Evaluation System participants who have a proposed rating completed within 20 days	69%	91.6%	86.1%	63%	75%	75%	On-track
1.2	VBA 786: Percent of eligible Veterans contacted within their first year of separation from military service	59%	58.2%	64.3%	50%	50%	50%	On-track
1.2	VBA 918: Percentage of Pension Rating Claims Processed Within 125 Days		88.5%	78.1%	63%	63%	63%	On-track
1.2	VEO 752: Effectiveness of the VA care or service needed by Veterans, their families, caregivers, and survivors.	75%	75%	73.9%	90%	90%	90%	Off-track
1.2	VEO 761: Emotional resonance - Veterans, their families, caregivers, and survivors felt like valued customers when receiving needed care or services from VA.	71%	77%	75.8%	90%	90%	90%	Off-track
2.1	NCA 54: Percent of graves in National Cemeteries marked within 60 days of interment	86%	92.4%	90%	95%	95%	91%	Off-track
2.1	NCA 234: Percent of Veterans served by a burial option within a reasonable distance (75 miles) of their residence	93%	94%	94%	94%	94%	94%	On-track

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	2022	2023	2024	
2.1	NCA 812: Number of interments in National Cemeteries	126,844	149,925	149,919	135,770	134,272	134,000	On-track
2.1	NCA 813: Number of additional VetPop Served	71,307	182,273	22,869	36,657	10,767	18,497	Off-track
2.1	OSDBU 878: Percentage of total procurement awarded to Veteran-Owned Small Businesses	22.7%	25.1%	24%	17%	17%	17%	On-track
2.1	OSDBU 967: New contract awards using small business or Veteran set-aside programs	15.3%	17.2%	17.3%	10%	10%	10%	On-track
2.1	OSDBU 968: Percentage of total procurement awarded to service-disabled Veteran-owned small businesses	22.5%	24.8%	23.8%	15%	15%	10%	On-track
2.1	VBA 218: Average days to complete original education claims	15.4	22.4	23.9	24	24	24	On-track
2.1	VBA 219: Average days to complete supplemental education claims	6.9	6.7	8.92	12	12	12	On-track
2.1	VBA 226: Default resolution rate for VA backed home loans	94%	97.8%	93.21%	80%	84%	84%	On-track
2.1	VBA 840: Percent of calls answered by the VBA National Call Center within 2 minutes	74%	81.7%	62.36%	75%	75%	60%	Off-track
2.1	VBA 842: Percentage of interactions correctly managed by the National Call Center	92%	92.1%	93%	91%	91%	91%	On-track
2.1	VBA 843: Average days to complete higher-level reviews	94	87	36.2	125	125	125	On-track
2.1	VBA 848: National claim-based quality for pension claims (Rating)	94%	95.7%	97.8%	93%	93%	93%	On-track
2.1	VBA 1002: VBA percentage of fiduciary field examinations completed within 54 days			93.6%	70%	70%	70%	On-track
2.1	VHA 681: The percent of patients responding "Usually" or "Always" to getting an appointment for urgent and routine care as soon as needed in the primary and specialty care setting as measured by the Consumer Assessment of Healthcare Providers and Systems survey.	83%	81%	80%	84%	85%	86%	Off-track
2.1	VHA 682: Percent of primary care patients who respond Always and Usually regarding	75%	75%	74%	80%	81%	82%	Off-track

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	2022	2023	2024	
	their ability to get an appointment for needed care right away							
2.1	VHA 741: Overall rating of primary care provider	74%	74%	73%	78%	78%	79%	Off-track
2.1	VHA 742: Percentage of eligible Veterans who have received telehealth services during the fiscal year.	27%	40%	38%	35%	36%	36%	On-track
2.1	VHA 747: Overall rating of hospital	70%	71%	69%	73%	73%	74%	Off-track
2.1	VHA 750: Overall rating of specialty care provider	75%	74.6%	73%	77%	77%	78%	Off-track
2.1	VHA 753: Percentage of Veterans receiving telehealth at home or on mobile device	19%	32%	29%	24%	25%	25%	On-track
2.1	VHA 760: Overall satisfaction with community care	78%	80%	83%	81%	82%	82%	On-track
2.1	VHA 790: Percentage of unique Veterans accessing Whole Health services	7%	7.8%	9%	9%	10%	10.5%	On-track
2.1	VHA 834: Percent of women assigned to designated women's health primary care providers	82%	85%	86%	86%	87%	87%	On-track
2.2	BVA 65: Appeals adjudicated by the Board	102,663	99,721	95,294	95,373	95,000	95,000	Off-track
2.2	BVA 983: Accuracy rate: Appeals Modernization Act (AMA) appeals				Baseline	Baseline	Baseline	Not Started
2.2	BVA 985: BVA Average days to complete – AMA hearing docket from Notice of Disagreement			700	730	730	730	On-track
2.2	BVA 986: BVA Average days to complete – AMA evidence docket from Notice of Disagreement			382	550	550	550	On-track
2.2	BVA 712: Appeals hearings held by the Board	15,669	23,777	30,089	28,000	50,000	50,000	On-track
2.2	BVA 984: Average days to complete – AMA direct docket from Notice of Disagreement		300	363	365	365	365	On-track
2.2	NCA 956: Percentage of pre-need applications processed within 120 days	92.5%	91%	99%	85%	90%	90%	On-track
2.2	VBA 853: Accuracy of requirements in closing a Veteran's case or declaring the Veteran rehabilitated or discontinued	98%	96.4%	97.41%	91%	91%	91%	On-track

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	2022	2023	2024	
2.2	VHA 535: Percent of HUD-VASH vouchers allocated that resulted in a homeless Veteran obtaining permanent housing	83%	83%	79%	92%	92%	92%	Off-track
2.2	VHA 606: Percent of participants at risk for homelessness (Veterans and their households) served in Supportive Services for Veteran Families that were prevented from becoming homeless	89%	88%	83%	90%	90%	90%	Off-track
2.2	VHA 756: Percentage of Veterans flagged as high risk for suicide who have received all recommended interventions and follow up	86%	81%	80%	87%	88%	89%	Off-track
2.2	VHA 788: Average improvement in mental health symptoms in the 3-4 months after start of mental health treatment as measured by the mental health component of the Short Form-12	2.3	2	3	3	3	3	On-track
2.2	VHA 804: Percent of long-term service and support obligations and/or expenditures devoted to purchased Personal Care Service for frail elderly and disabled Veterans wishing to remain at home	9%	11%	15%	11%	12%	13%	On-track
2.2	VHA 832: Percentage of caregiver applications dispositioned within 90 days	96.8%	63%	84%	92%	92%	92%	Off-track
2.2	VHA 835: Use of interventions for Veterans at-risk for suicide through the use of predictive modeling and enhanced engagement strategies (REACHVET & STORM)	96%	98%	94%	98%	98%	98%	Off-track
2.5	HRA/OSP 1011: Comprehensive continuity capability score		8	8	8	8	8	On-track
2.5	VBA 576: Percent of disability compensation rating claims processed within 125 days	75%	65.5%	60.4%	48%	48%	45%	On-track
2.5	VBA 920: Number of VR&E positive outcomes	13,220	17,874	16,726	14,055	14,272	14,272	On-track

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	**2022**	**2023**	**2024**	
3.1	BVA 960: Veterans' overall confidence/trust score with the Board	41%	40.8%	49%	42%	42%	42%	On-track
3.1	VBA 912: Average days to complete education program approvals		19.9	36.8	30	37	37	Off-track
3.1	VBA 913: Average days to complete education compliance survey reports		28	19.8	80	80	80	On-track
3.2	OAWP 926: Average time for Office of Accountability and Whistleblower Protection investigation cases	282	249	166	120	120	120	On-track
3.2	OIG 585: Percentage of reports (audits, inspections, investigations, and other reviews) issued that identified opportunities for improvement and provide recommendations for corrective action	90%	90%	85%	70%	70%	70%	On-track
3.2	OIG 586: Number of arrests, indictments, convictions, criminal complaints, pretrial diversions, and administrative sanctions	2,224	2,224	2,049	2,100	2,330	2,330	Off-track
3.2	OIG 587: Monetary benefits ($ in millions) from audits, investigations, contract reviews, inspections, and other evaluations	$4,970	$4,868	$4,564	$4006	$5016	$5016	On-track
3.2	OIG 588: Return on investment (monetary benefits divided by cost of operations in dollars)	$23	$23	$25	$22	$22	$22	On-track
3.2	OIG 590: Percentage of recommendations implemented within one year to improve efficiencies in operations through legislative, regulatory, policy, practice, and procedural changes in VA	73%	73%	71%	85%	98%	98%	Off-track
3.2	OIG 694: Percentage of full cases that result in criminal, civil, or administrative actions	64%	64%	60%	74%	60%	60%	Off-track
3.2	VBA 304: National accuracy rate - percent of disability compensation rating issues processed accurately	94.9%	95.3%	96.35%	96%	96%	96%	On-track
3.2	VBA 845: Education claim quality	98%	97.9%	98.7%	95%	95%	95%	On-track
3.2	VBA 844: National high level review accuracy rate - percent	97%	96%	97%	94%	93%	93%	On-track

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	**2022**	**2023**	**2024**	
	of higher-level review for disability compensation rating issues processed accurately							
4.1	OALC 400: Percent of major construction projects accepted by VA in the quarter estimated for completion	93%	75%	100%	75%	75%	75%	On-track
4.1	OALC 825: Percent of major leasing projects accepted by VA in the quarter estimated for completion.	69%	125%	100%	75%	75%	75%	On-track
4.1	OALC 976: Acquisition customer satisfaction – contract administration		4.64	5.42	4.66	4.85	5.6	On-track
4.1	OALC 980: VA achievement Federal category management spend under management targets		120.5%	88.2%	87%	87%	87%	On-track
4.1	OALC 973: Procurement action lead time		298	169	300	290	268	On-track
4.1	OALC 1018: Acquisition customer satisfaction - overall contracting activity			5.49	4.7	4.85	5.6	On-track
4.1	OALC 975: Acquisition customer satisfaction - pre-award activity		4.48	5.34	4.6	4.75	5.3	On-track
4.1	OALC 1020: VA achievement federal category management best in class			9%	12%	12.5%	12.5%	On-track
4.1	OALC 1021: VA achievement federal category management small business			28.3%	30%	30%	30%	On-track
4.1	HRA/OSP 86: Executive fill rate – medical center directors	94.9%	90%	90.6%	90%	90%	90%	On-track
4.1	HRA/OSP 979: Retention of VA workforce	69.7%	68.9%	63.7%	70%	70%	70%	Off-track
4.1	HRA/OSP 715: Executive fill rate – non-medical center directors (Non-MCD)	73.9%	78.4%	85.8%	90%	90%	90%	On-track
4.2	HRA/OSP 964: Time to hire - Title 5 and Hybrid Title 38	57%	56%	50%	58%	58%	58%	Off-track
4.1	HRA/OSP 965: Time to hire – VHA Title 38	62%	54%	52%	58%	58%	58%	Off-track
4.1	HRA/OSP 794: Engagement level	39%	Not available	37.9%	35.5%	38%	38%	On-track
4.1	HRA/OSP 795: Best Places to Work index score	70.2%	63%	68.4%	63%	65%	65%	On-track
4.2	OEDCA 819: Employment discrimination cases pending a final action	737	365	315	600	600	600	On-track

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	2022	2023	2024	
4.2	OEDCA 823: Employment discrimination decision accuracy rate	1%	0%	1%	10%	10%	7%	On-track
4.2	OEDCA 880: Average processing time of all employment discrimination final actions		199	83	160	160	160	On-track
4.2	OEDCA 881: Employment discrimination cases closed per quarter	178	277	533	450	450	450	On-track
4.3	OGC 885: Assess adequate legal support for agency: average number of case hours per attorney produced each quarter.	332	330	350	325	325	325	On-track
4.3	OGC 886: Assess adequate legal support for agency: average number of case hours per paralegal produced each quarter.	259	254	293	250	250	250	On-track
4.3	OGC 887: Assess adequate legal support for agency: average dollar cost per case hour.	$165	$161	$168	$250	$250	$250	On-track
4.3	998-OIT Average # of daily users on VA.gov			1,455,437	209,496	209,496	209,496	On-track
4.3	1013-OIT Number of application programming interfaces using an authoritative data source			10	N/A	Measure Decommissioned	N/A	On-track
4.3	1022-OIT System availability of servers			99.65%	99.99%	99.99%	99.99%	On-track
4.3	1023-OIT IT Systems customer service quality score			3.81	3.6	3.6	3.6	On-track
4.3	1024-OIT IT helpdesk resolution efficiency			87%	87%	87%	87%	On-track
4.3	1025-OIT IT Helpdesk American Customer Satisfaction Index (ACSI)			84.24	73.8	73.8	73.8	On-track
4.3	1026-OIT System availability of unified communications			99.99%	99.99%	99.99%	99.99%	On-track
4.3	1027-OIT System availability of Veterans benefits management system			99.25%	99.99%	99.99%	99.99%	On-track
4.3	1028-OIT System availability of network services			99.99%	99.99%	99.99%	99.99%	On-track
4.3	1029-OIT System availability of data centers			99.65%	99.99%	99.99%	99.99%	On-track

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	2022	2023	2024	
4.3	1030-OIT System availability of memorial benefits management systems			100%	99.99%	99.99%	99.99%	On-track
4.3	1031-OIT System availability of video services			99.99%	99.99%	99.99%	99.99%	On-track
4.3	1032-OIT System availability of VistA EHR			99.99%	99.99%	99.99%	99.99%	On-track
4.3	1033-OIT Percent of VA's Government furnished equipment endpoints are covered by a software asset management capability.			44%	95%	Measure Decommissioned	N/A	Off-track
4.3	1034-OIT Percent of VA's unclassified network that can detect unauthorized hardware assets			95%	95%	Measure Decommissioned	N/A	On-track
4.3	1035-OIT Percent of high and moderate impact VA IT systems that have Authority to Operate on the network.			100%	100%	Measure Decommissioned	N/A	On-track
4.3	1036-OIT Percent of VA mobile devices are managed with the ability to remotely wipe or remove VA data from the devices.			100%	95%	Measure Decommissioned	N/A	On-track
4.3	1037-OIT Percent of VA privileged users required to use a PIV card or multifactor authentication method to access the network.			100%	100%	Measure Decommissioned	N/A	On-track
4.3	1038-OIT Percent of VA High Value Assets requiring all users to use a PIV card or multifactor authentication method to access the network.			100%	90%	Measure Decommissioned	N/A	On-track
4.3	1039-OIT Percent of VA users that are managed through a centralized dynamic access management solution.			100%	95%	Measure Decommissioned	N/A	On-track
4.3	1015-OIT Percent of email traffic is analyzed using domain message authentication reporting conformance email authentication protocols.			100%	100%	Measure Decommissioned	N/A	On-track
4.3	1016-OIT Percent of VA outbound communications that detect and prevent unauthorized data exfiltration.			N/A	90%	Measure Deco	N/A	Off-track

Strat. Alignment	Measure Name	Results			Targets			Measure Status
		2020	2021	2022	**2022**	**2023**	**2024**	
						mmiss ioned		
4.3	1017-OIT Number of VA's data protection measures which are satisfactorily implemented.			5	4	Meas ure Deco mmiss ioned	N/A	On-track
4.4	BVA 959: Board's accuracy rate: legacy decisions	91%	92%	95%	92%	92%	92%	On-track
4.4	HRA/OSP 972: OSP percent of background investigations adjudicated within 90 days of receipt (enterprise wide).		80.7%	79.64%	80%	85%	90%	Off-track
4.4	HRA/OSP 1040: Completion of police program inspections			16	7	7	12	On-track
4.4	HRA/OSP 1041: Law Enforcement Training Center VA police officer standardized training graduation rate			89.49%	85%	85%	85%	On-track

VA expects that some of the current measures in this document will be removed or replaced with new measures to better align with strategic priorities.